Surface Warfare

Mentoring Sailors

Surface Warfare

AGENDA

12:00 - 12:15	Intro and CDR Neal (small commands)
12:15 - 12:35	CAPT DeGeus (BIG commands)
12:35-13:00	Q/A - Discussion

TOPICS

- The Social Contract
- Interviewing (separating wheat from chaff)
- Managing Expectation
- First Things First
- Education (“You can lead a horse to water, but, ….)
- Captain’s Mast – an opportunity
- 90% of your time on your worst or your best?
- The best things we did

THE SOCIAL CONTRACT

- You will be the first CO that 30%-50% of your crew will know,….do you want to be remembered as the best?
- Reflect on your own experiences as division officers and your first CO…your Sailors will be even more impressionable.
- Your carrots: Recognition/ Time Off/ Assist in Advancement/ Assist in staying Navy/ Assist in preparing for the next step (CIV-LANT)

Surface Warfare

INTERVIEWING

- A good idea from a marginal book: *It's Your Ship*
- Big Command: Your DH/ DIVO's will need to do (wardroom training session).
- Maintain a data base (Notebook)- Standardize forms
- Have that data most important to you, that tells you how to get that individual on the track to success

- Do they know they have MGIB?
- Did they receive any other bonuses coming in?
- Are the lights on and is someone home?
- Register those things that impress you about the individual.

Surface Warfare

MANAGING EXPECTATION

- What does the Sailor want to accomplish in the short term and/or long?
- Are the desires / expectations rational and achievable?
- FIRST THINGS FIRST
- Examples: Not a citizen? Bad grades in High School? Poor SAT scores? Need to take care of those first before applying for a commissioning program.

Surface Warfare

EDUCATION

- A Good ESO can make a big difference
- Get a brief on what is available locally
- Small commands will not generate a PACE instructor
- But, there is a ton off stuff available on line
- Beware of the easily discouraged
- You and your team can only provide just so much time and help,..

Surface Warfare

CAPT's MAST

- Sometimes it's worth it to walk that dog down the path. Determine the logic train, guide the individual to the conclusion. Even after DRB, and XOI, the individual may still not get it.
- Sometimes it's not (abject fear/shaking, or vacant stare/ slack jaw) – requires post session consolation phase.
- Expressions of anger or complete questioning of authority – now that's something I can work with.
- Break 'em down and build 'em back up.

THE BEST THINGS WE DID (SMALL CMD)

- **THE BEST**: No -BS post exam results review by SEA with every Sailor (CMC: “These results tell me you didn’t study, and let me go over them in detail.”)
- CO accomplished In-depth interviews with every Sailor
- Hooked up struggling Sailors with rate-mentors
- Obtained the computer resources to accomplish PACE and other courses on-line
- Ensured all Personnel oriented data bases updated (SAIL, etc..)
- Follow – up: periodic re-interviews/ “hounding”
- Conducted two Command Surveys, required assist in interpreting results – debriefed them to crew – did not get wrapped around the axel but did use results as a tool.

THE BEST THINGS WE DID (BIG CMD)

- **BEST**: **Command Philosophy** … every Sailor, every I-Division. Talked about dignity and respect, valued member of the team etc. Most important, my expectation of their personal and professional performance. Very clear, concise and direct. (Adult/Baby Sitter speech)
- **CMC**: Reviewed every record of newly reporting personnel. Held the CPO mess accountable. Put the 1st Class in charge of NAVY wide test preps … BMR training. Wished them all "good luck" prior to each NAVY wide exam.
- **CO**: While deployed … naval trivia question of the day. Started EVERY "trivia" 1MC announcement with "take 20 minutes to study for your in-rate test."
- **CO**: (No option speech) … will do your advancement COIs period! Wardroom training required! LDOs and CWOs, super resource!
- **DH's** … frequent feedback in CO's expectations and performance "status" report. Give it to em straight! First position and opportunity to feel the "politics of dancing (speech)!"
- **JO's** … tough "love!" … but … "you REALLY do this well you know!" (Fork in the road speech)